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POLICY

UNITED NATIONS TECHNICAL COOPERATION ACTIVITIES

Report of the Secretary-General

SUMMARY

In response to Governing Council decision 79/22 of 28 June 1979 and General Assembly resolution 37/232 of 20 December 1982, the Secretary-General reports annually on the technical cooperation activities of the United Nations, in particular the work of the Department of Technical Cooperation for Development (DTCD) of the United Nations Secretariat.

The present report addresses policy matters, especially those raised by the Governing Council of the United Nations Development Programme at its thirty-seventh session, and highlighted in its decision 90/37 of 20 June 1990, that pertain to the department as the main operational arm of the United Nations Secretariat in technical cooperation.

Work undertaken in 1990 and topics of current concern are discussed in relation to: the comparison of delivery, costs and effectiveness; programme issues, including national execution; priority concerns for Africa and for least developed countries; environmental matters; evaluation; women in development; technical cooperation among developing countries; the United Nations Regular Programme of Technical Cooperation; information support and communication; and the status of efforts to promote closer cooperation between DTCD and UNDP.

A description of DTCD activities in 1990, by substantive sector and by type of programme support, is contained in addendum 1 to the present report. Information on the work of other United Nations entities is contained in addendum 2. Statistical information and lists of 1990 publications are contained in addendum 3.

CONTENTS

		Paragraphs	Page
I.	INTRODUCTION	1 - 7	3
II.	DELIVERY, COSTS AND EFFECTIVENESS	8 - 13	4
III.	PROGRAMME ISSUES, INCLUDING NATIONAL EXECUTION	14 - 30	6
	A. Programming	16 - 23	6
	B. National execution	24 - 30	7
IV.	AFRICA	31 - 38	9
V.	LEAST DEVELOPED COUNTRIES	39 - 41	10
VI.	ENVIRONMENT	42 - 52	11
VII.	EVALUATION	53 - 61	12
VIII.	WOMEN IN DEVELOPMENT	62 - 70	14
IX.	TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES	71 - 75	15
X.	UNITED NATIONS REGULAR PROGRAMME OF TECHNICAL COOPERATION	76 - 84	16
XI.	INFORMATION SUPPORT	85 - 91	18
XII.	COOPERATION WITH THE UNITED NATIONS DEVELOPMENT PROGRAMME	92 - 104	19
XIII.	CONCLUSION	105 - 106	21

List of figures

1. DTCD current year project budgets vs. delivery 5

2. DTCD overhead earnings vs. administrative costs 5

3. DTCD productivity: delivery vs. headquarters staff 5

ADDENDA

INFORMATION ON THE TECHNICAL COOPERATION PROGRAMME OF THE DEPARTMENT OF TECHNICAL COOPERATION FOR DEVELOPMENT ..... [DP/1991/41/Add.1]

OTHER ENTITIES AND PROGRAMMES ..... [DP/1991/41/Add.2]

STATISTICAL INFORMATION FOR 1990 ..... [DP/1991/41/Add.3]

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I. INTRODUCTION

1. The Department of Technical Cooperation for Development (DTCD) of the United Nations Secretariat continued in 1990 to increase the value of its services and the volume of its programme delivery. It did so by drawing upon its multidisciplinary competences, ranging across a dozen substantive sectors.

2. The Department is participating actively in the deliberations taking place within the United Nations system on major aspects of multilateral technical cooperation. It is seeking to respond effectively to tasks set out in the resolutions and decisions of its governing bodies, notable among which are General Assembly resolution 44/211 of 22 December 1989, on operational activities, and Governing Council decisions taken at its thirty-seventh session, including those on national execution (90/21 of 22 June 1990), agency support costs (90/26 of 22 June 1990) and United Nations technical cooperation activities (90/37 of 20 June 1990).

3. In carrying out its work in 1990, the Department has been mindful of the changes occurring in the world at large and the developing countries in particular. The changes in Eastern Europe, the adverse effects of the Gulf crisis, the deteriorated economic conditions of developing countries, particularly in Africa, and the increasing debt situation of those countries have had their effects on DTCD, influencing work in the productive, institutional and statistical spheres.

4. Responsive to changing circumstances, DTCD has been preparing its programme support services for use by Governments in training their technical cooperation personnel in recruitment, procurement, fellowships and financial management. The Department is building on its experiences to date in providing management services to Governments on their request, and is endeavouring to encourage greater awareness of interlinkage with multilateral development financing institutions. With DTCD assistance, a new type of technical cooperation has been started. In Haiti and Nicaragua, the Department contributed to the administration of the electoral process, thereby helping to achieve successful conduct of the elections. In addition, DTCD advisers have been called on to participate in other missions mandated by the Secretary-General. Support has continued to be given to several of the main committees and commissions of the United Nations through preparation of documentation and provision of backstopping.

5. Implications of the new support cost arrangements coming into effect in 1992 have received close scrutiny. In the detailed discussions held with UNDP and the United Nations Population Fund (UNFPA), and in its own internal reviews, DTCD has been giving serious attention to the shifts in priority which will characterize the evolution of its responsibilities and competences.

6. The text of the present report is intended to achieve two purposes: to provide a multidisciplinary perspective on DTCD work in 1990 in relation to several noteworthy themes; and to raise issues deserving attention and further

intergovernmental guidance as the Department looks to the future. Various examples serve to illustrate the substantive concerns. Special attention is given to the requests and encouragement addressed to DTCD in Governing Council decision 90/37. Responses to these requests are set forth in the sections below.

7. In keeping with the Governing Council's request, contained in paragraph 10 of its decision 90/37, steps are being taken to build closer and more mutually supportive relations between UNDP and DTCD. Elements of this closer cooperation are discussed in section XII of the present report, and in the report of the UNDP Administrator under the same agenda item (DP/1991/42).

II. DELIVERY, COSTS AND EFFECTIVENESS

8. Pursuant to General Assembly resolution 37/232, of 20 December 1982, and Governing Council decision 83/16 of 24 June 1983, a review is presented here of the relation between DTCD programme delivery and administrative costs; the level and use of programme support costs earnings, including information on extrabudgetary resources and the associated staffing; and expenditures.

9. DTCD performance in 1990 is illustrated in figures 1, 2 and 3 below which compare budgets with delivery, earnings with costs and delivery with number of headquarters staff. Healthy trends continued in each of these areas.

10. The 1990 total delivery by DTCD amounted to $US 181 million in project expenditures against budgets of $226 million. Within this total, $166 million was spent for projects that earned programme support cost reimbursements from UNDP, UNFPA and trust fund sources. Another $15 million was spent on behalf of sources that did not generate such earnings, including the Regular Programme of Technical Cooperation and the United Nations Educational and Training Programme for Southern Africa (UNETPSA). Expenditures increased by $19 million, and budgets by $15 million over those of 1989. The implementation rate was 80 per cent, up from 77 per cent in 1989. Expenditures for UNDP comprised 68 per cent of the total in 1990; those for UNFPA amounted to 16 per cent.

11. Earnings in 1990 totalled $22 million. Administrative costs, including those incurred by units outside DTCD in support of the technical cooperation activities of the Department, amounted to $20 million.

12. The DTCD staff at headquarters numbered 384 in 1990, a modest increase of 5 since 1989. A further increase in the technical strength of the Department will become more important beginning in 1992 when successor arrangements to the current support cost structure take effect. In addition to technical cooperation projects, DTCD also undertakes other types of activities, under various legislative mandates, to meet its responsibility as the main operational arm of the United Nations Secretariat. Some of these responsibilities are noted in an addendum to the present report (DP/1991/41/Add.1). Detailed statistics on DTCD project delivery and origin of inputs are given in document DP/1991/41/Add.3.

Fig.1. DTCD current year project budgets vs delivery

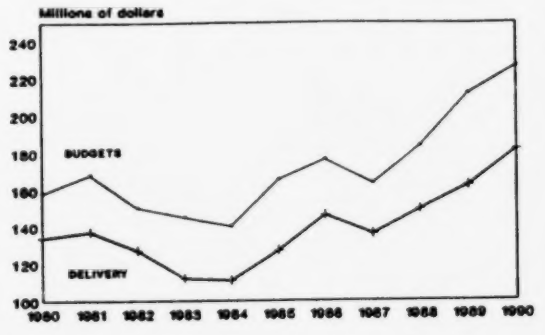


Fig.2. DTCD overhead earnings vs administrative costs

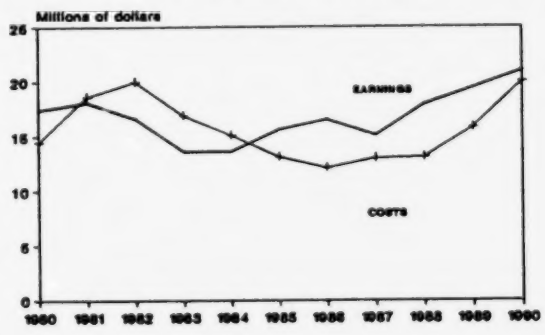
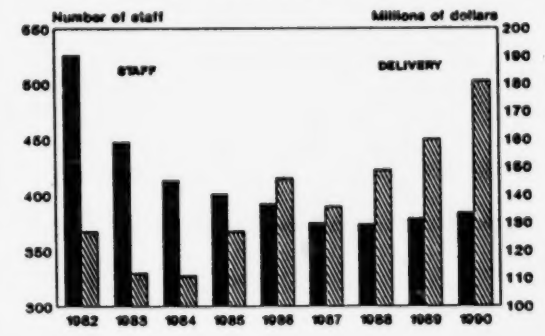


Fig.3. DTCD productivity : Delivery vs headquarters staff



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13. The identification of means to increase DTCD effectiveness is a matter of continuing priority. Areas of scrutiny include the review of data from the monthly monitoring reports for analysis and resolution of implementation problems; extension of the use of computerized tracking systems and further steps in the development of related management information assistance; continued expansion of computer hardware and software capabilities to assist staff in their work; improvement of communications, especially between Headquarters and the field; the strengthening of interaction with the United Nations resident coordinators/UNDP resident representatives, who are the field representatives for DTCD; and active responsiveness to emerging needs in technical cooperation.

III. PROGRAMME ISSUES, INCLUDING NATIONAL EXECUTION

14. One of the more significant themes currently occupying attention is the impact of General Assembly resolution 44/211. This entails a shift in the ways of conducting the operational activities of the United Nations system, a three-year programme of implementation and several pieces of subsidiary legislation in other bodies, including the UNDP Governing Council. Among the principal elements involved are the greater emphasis on national capacities in development assistance supported by the United Nations, a strengthening of the programme approach in such assistance, changes in the structure and composition of country-level United Nations system capacities and greater decentralization of system efforts to the country level.

15. Several of the recent decisions of the Governing Council have signal importance in regard to implementation of General Assembly resolution 44/211. It is the intention of DTCD to continue its expanding involvements, especially as regards programming and support for national execution.

A. Programming

16. Programming issues are an important feature of Governing Council decisions 90/26, on support costs; 90/37, on United Nations technical cooperation; and 91/3 of 22 February 1991, on Special Programme Resources (SPR).

17. Under decision 90/26, DTCD has been engaged with UNDP and other agencies, and internally, in defining the work to be done through technical support services at the programme level and in ensuring the adequacy of resources for that purpose. These services are to be responsive to government interests and requests under the new arrangements to take effect in January 1992.

18. In its decision 90/37 (para. 5), the Governing Council encouraged DTCD to increase its involvement in programmatic exercises organized by UNDP, such as round-table conferences and national technical cooperation assessments and programmes (NaTCAPs), and urged UNDP to ensure that full advantage would be taken of the institutional capacity of the Department.

19. Such involvement is naturally appropriate throughout the substantive areas of competence of DTCD, reflecting work for sectoral assessments, programme and project design and operational research at the national and international levels. Further details are available in addendum 1 to the present report (DP/1991/41/Add.1).

20. Especially relevant is DTCD work in development planning, which focuses on strengthening government capacities for: general economic and social development strategies and policies; national, subnational and multinational development plans and programmes; public investment programmes; coordination of international, technical and financial assistance; long-term perspective planning, social dimensions of adjustment, information systems and data banks for public sector planning and management; and efforts for integrated rural development.

21. Many of the approximately 160 current projects in development planning, the largest single sector of DTCD activity, have immediate or potential relevance to UNDP concerns with programming and aid coordination generally, or to round tables and NaTCAPs.

22. Governing Council decision 91/3 elaborates the framework for use of the estimated $313 million of SPR resources for the UNDP fifth programming cycle (1992-1997). According to the decision itself and to relevant UNDP documentation, greater attention is to be given to the role of agencies and organizations of the United Nations system and to the modalities of their participation in work funded by SPR.

23. Further relevant points are given in section XII below.

B. National execution

24. General Assembly resolution 44/211 emphasizes the need to support national capacity building and in particular national execution. Some of the practical steps for implementation of these principles are set forth in Governing Council decisions 90/26 and 90/37, referred to above, and in its decision 90/21 on national execution.

25. In Governing Council decision 90/26, the focus is on incentives and disincentives to help move agencies of the United Nations system towards a more technical support at the programme and project levels, and away from direct involvement in the implementation of projects. DTCD and the other main agencies involved in the new support cost arrangements have been in close consultation with UNDP regarding use of the technical capacities of the system in support of government efforts, in the context of increased reliance on the national execution modality.

26. In its decision 90/37 (paras. 7 and 8) the Governing Council urged DTCD to intensify its support for national execution, through development advisory services, training in the process aspects of technical cooperation and support

for central management and implementation units within government offices, upon the request of Governments. In its decision 90/21, the Council requested the Administrator of UNDP to submit proposals at its thirty-eighth session to help Governments build up their programme management and administrative capabilities, taking certain measures into account, as outlined in the decision, while also assuring the maintenance of UNDP accountability.

27. DTCD advisory services and training programmes offered in 1990 were increasingly geared to national execution, as the Department moved upstream in its programmes of assistance. As part of these services, the Department organized workshops on the computerization of government accounting, improved revenue administration, and the financial aspects of aid coordination. Through related advisory services, methods were developed to improve the financial management capabilities of Governments, an emphasis that will continue to grow in 1991.

28. One of the innovative efforts getting under way, in response to Governing Council decisions 90/21 and 90/37, is a series of workshops to help strengthen national execution capabilities in the process aspects of development projects in relation to recruitment, contracts and procurement, training and project finances. The first two workshops are scheduled for 1991 with funds from the United Nations Regular Programme of Technical Cooperation and support from other sources, especially UNDP.

29. As another indicator of evolving methods of support, cooperating agency agreements between DTCD and Governments began to pick up in 1990, with expenditures of $1.8 million by DTCD in government-executed projects, and another $500,000 by Governments in the DTCD-executed portions of projects.

30. Also to be noted are certain aspects of the biennial meeting of National Recruitment Services (NRS), organized by DTCD and held at Bangkok from 24 to 28 September 1990. On the subject of national execution, the meeting discussed the importance of establishing and strengthening NRS mechanisms in more of the developing countries, to help identify not only local candidates for international assignments but also international and local candidates for local assignments. The meeting recommended further efforts to maximize the use of nationals in project implementation, and called on NRSs to consider ways of implementing General Assembly resolution 44/211 and Governing Council decision 90/21 through adapting their structures, policies and procedures. The meeting commended the DTCD 1989 training workshop (in English) for senior cadres of developing country NRSs and encouraged the Department to organize similar workshops for other major language groups. Included in the report of the meeting was a request that its recommendations (ST/GENEVA/TARFO/90/6) be brought to the attention of the UNDP Governing Council and the Economic and Social Council at their 1991 sessions.

IV. AFRICA

31. DTCD expenditures in Africa in 1990 continued to be the largest among the various regions. Programme delivery totalled $76 million, compared with $67 million in 1989, and represented 42 per cent of the total. Special attention to the work in this region is warranted. The Africa programme is expected to retain its importance in the coming years, and the General Assembly has given special priority to United Nations efforts in Africa.

32. The building up of national capabilities in DTCD fields of activity, and overall human resources development, continue to be the main objectives of the DTCD programme in Africa. In a welcome turn of events, 1990 also saw the commencement of DTCD activities in Namibia, including needs assessments and the beginning of a number of projects.

33. In recent years, the countries of sub-Saharan Africa have experienced severe difficulties: high levels of international indebtedness, declining prices for export commodities, an unfavourable balance of trade and higher prices for imported products. Within the context of its mandates, DTCD has been expanding its assistance, at government request, in areas of debt management, public sector investment programming, economic and financial management and monitoring and managing structural adjustment programmes.

34. The Department has also participated in the United Nations Programme of Action for African Economic Recovery and Development (1986-1990) (UNPAAERD). In 1990, as a part of this programme, it began an innovative project, entitled Africa Initiative, 1/ funded jointly by the Government of Japan and the United Nations Regular Programme of Technical Cooperation. The project aims at enhancing the human, institutional, technical and managerial capacities of African countries in development planning within an interregional context. The Africa Initiative comprises a series of workshops, needs assessments and upgrading of existing development planning institutes or centres.

35. Another important activity is the DTCD role in the implementation of the Special Action Programme for Administration and Management (SAPAM) in Africa. In an effort to enhance the capacity of African Governments for policy formulation and management, DTCD, in collaboration with nine African countries, launched a project to study the impact of the size of civil service structures on their efficiency and effectiveness. The object of this study is to develop methodologies and instruments that African Governments can use for analysis and decision-making on the optimal size of the public sector. Under SAPAM, the Department has also collaborated with UNDP and the African Association for Public Administration and Management (AAPAM) to commission a publication geared towards revitalizing management in African public administration systems.

36. DTCD has also been helping African countries interested in exploiting their natural resources. In addition to mineral exploration, DTCD has placed emphasis on the improvement of legislative frameworks to attract related domestic and foreign investment. In the field of water resources, DTCD

activities have stressed planning and management, for example, in the Lake Chad basin and in Namibia, as well as work in conjunction with the World Bank in the assessment of water resources in sub-Saharan Africa. In the infrastructure sector, DTCD has provided assistance in transport planning and related assessments.

37. In view of the importance of statistical data for economic and social planning, DTCD has assisted several African countries in conducting censuses, and in analysing the resultant data. Also notable have been efforts undertaken through the United Nations National Household Survey Capability Programme (NHSCP) to meet the data needs of several countries, including those for policies related to structural adjustment.

38. The training of nationals in various sectors, including a focus on computers, is a key instrument by which the Department has tried to build up national capabilities in Africa. Training is an integral part of all projects executed by DTCD. In addition, the Department's continued involvement in the implementation of UNETPSA programmes has provided training for more than 1,000 Namibians since 1982.

V. LEAST DEVELOPED COUNTRIES

39. In view of the great needs of least developed countries and the priority assigned to assist them, DTCD is focusing substantial effort within this framework. In 1990, this amounted to about 450 projects in all sectors, with expenditures of about $76 million, or over 40 per cent of DTCD total delivery. Three main areas receive primary attention: institution building; human resources development; and natural resources exploration, exploitation and management.

40. Consistent with paragraph 3 of Governing Council decision 90/37, DTCD was active in the preparatory meetings and the Second United Nations Conference on the Least Developed Countries, held in Paris from 3 to 14 September 1990 (A/45/695). During the preparatory phase, DTCD, at the request of the UNCTAD secretariat, helped a number of LDCs to prepare their national economic studies and memoranda which were subsequently presented as technical background documentation at the Conference. These studies could benefit from the wide range of accumulated experience of current DTCD technical assistance projects throughout the world. Working with the planning ministries in Burundi, the Comoros, Mauritania and Rwanda, DTCD interregional and technical advisers or resident project experts helped analyse the economic performance of each country from its own vantage point, as well as the response of its development partners in the implementation of existing plans. Experts also helped in the presentation of national strategies and objectives for the 1990s. In other countries where projects assisted by DTCD were active, the Department's advisers helped in the preparation of development objectives and strategies for the 1990s. DTCD personnel at United Nations Headquarters, as well as project staff at the country level, were thus mobilized for contributions, which constituted valuable inputs for the formulation of the Programme of Action adopted at the Conference referred to above. 2/

41. The effectiveness of the Programme of Action will depend in large part on the strength of follow-up mechanisms being established and the efforts being undertaken. DTCD anticipates that its services will increasingly be called upon in this sector, in particular at the national level. Consultations and project efforts are under way with a number of Governments and with UNDP, bearing in mind the strong DTCD presence and its focus on the needs of the world's poorest countries.

VI. ENVIRONMENT

42. Consideration of environmental issues and their development implications has recently increased significantly within the United Nations system. DTCD was engaged in 1990 in numerous environmentally related activities, building on its project work and operational research in various sectors.

43. In the field of energy, efforts have been aimed at more efficient energy use in the industrial, transport, commercial and residential settings; lower emissions from fossil fuel electric power plants; improvements in coal mining; control of geothermal waste fluids; environmental impact analyses for small hydropower sites; promotion of new and renewable energy projects; and use of gas instead of fuelwood in institutional kitchens.

44. In the water sector, the areas of concern included water logging and salinity; performance and impact of high dams and reservoirs; the environmental aspects of deep drilling, especially in deserts; overpumping and seawater intrusion into groundwater aquifers; restoration of polluted lakes and waters; protection of marine and coastal environments; soil erosion and flood protection programmes; and legislation on water rights and water quality.

45. In the minerals sector, areas for attention included the impact of mining operations and methods to minimize their negative features; disposal of wastes; development of environmental components in mining legislation; and formulation of new regulations on mine safety and environmental protection.

46. In the infrastructure sector, considerations included an environmental focus in transport master plans, solid wastes management and municipal engineering; assistance in setting pollution abatement standards; and developing an appreciation of environmental improvements through appropriate planning.

47. In the fields of public administration and financial management, environmental efforts in 1990 sought increased awareness among senior government officials of the importance of environmental concerns and the means to address these through administrative and regulatory functions; recommendations on the role of government agencies in seeking environmentally sound development; and identification of relevant training requirements.

48. In development planning, efforts were focused on incorporating environmental concerns into national and sectoral plans, policies and strategies; assistance in developing environmental guidelines; and environmental impact assessments.

49. In the population sector, efforts were under way for development of demo-economic models for the formulation of population policy, including the relationship of population, development, resources and the environment.

50. In the statistics sector, world-wide concerns with environmental issues have created a demand for new indicators and compilations and for promotion of standardized data collection and dissemination of internationally comparable environment statistics. DTCD, with technical support from the Statistical Office of the United Nations Secretariat, has been developing activities in response to these needs.

51. Since multilateral consideration of environmental issues is a relatively new development, DTCD is promoting exchanges of information and exposure to technological developments through international seminars and workshops on the issues referred to above.

52. Moving ahead, and in the spirit of paragraph 6 of Governing Council decision 90/37, DTCD is seeking to ensure that environmental implications are taken fully into account in the design of all technical cooperation programmes in its areas of competence. The Department will also make substantial contributions to the preparatory work of the forthcoming United Nations Conference on Environment and Development (UNCED), scheduled to be held in Rio de Janeiro in 1992.

VII. EVALUATION

53. In keeping with General Assembly resolution 37/232 and Governing Council decision 86/36 of 27 June 1986, this section of the report provides an analysis of the Department's work and concerns, as seen through project evaluations.

54. Tripartite evaluations of DTCD projects totalled 46 in 1990, about one third more than in 1989, and more than double the number for 1988. The breakdown by substantive sector was as follows: development planning (11); statistics and population (9); public administration and finance (9); water (8); infrastructure (4); minerals (3); and energy (2).

55. Substantial success was achieved in several recently completed projects. The following serve as examples. In Uganda, a project aimed at strengthening the management capacities of the Uganda Commercial Bank acted as a catalyst in the utilization of external aid directed towards improvement of the rural economy, and substantial computerization resulted in a noticeable improvement in the standard of efficiency. In Ethiopia, a project to provide students

with overseas training in mineral exploration was highly successful. Only 2 of the 84 candidates failed to complete the course. In a project in the Philippines, aimed at strengthening the management of geothermal reservoirs, evaluators noted that, as a result of the skills and experience gained by the Geothermal Division of the Philippine National Oil Company, the reservoir engineering group has become essentially self-reliant, and can perform with full competence. The evaluators noted that this group would also be able to assume responsibility for management of the local geothermal reservoir developments, which would result in a reduced dependence on imported energy. In Bolivia, the evaluation report of a geothermal feasibility study project in the area of Laguna Colorado fully supported the project's design and methodology and praised the excellent government support. The overall results of the project were found to have been much more successful than originally anticipated, the natural environment of the project area was not detrimentally affected by the project activities and DTCD support for the project was found to be exceptionally good.

56. In general, findings and lessons of evaluations in 1990 continued to emphasize certain themes, and the degree of commitment of all those involved with a project contributed greatly to its chances of success. The combination of good planning, implementation and coordinated interactions between domestic and international partners was also fundamental. The work plan was shown to be a key instrument which needed to be prepared on a timely basis and revised as necessary. The synchronization of project inputs - experts, equipment, counterparts and facilities - had a strong practical impact. Maximum benefit from training programmes was strongly influenced by the appropriate selection of candidates and training institutions. Finally, the transition from pilot stage to full-scale operations was often seen to be relatively long, and difficulties could be anticipated. Some evaluations were particularly useful, owing to their thorough review of project operations and the specificity and detail of their recommendations.

57. Among other major findings and lessons, a persistence of national staffing problems, staff shortages and high turnover was noted, with detrimental effects on meeting project objectives and on prospects for sustainability. Evaluators noted that, because of this problem, international expertise was frequently diverted from training and institution building to direct support and operations. Prospects for achieving positive results appeared better when the project concentrated on a few specific, realistic, attainable and result-oriented goals.

58. In terms of feedback, results were very positive regarding follow-up within projects to the specific recommendations of evaluators. Limited progress persisted, however, in the broader application of findings and major lessons learned. The dissemination of such information needs regular attention and improvement. Additional helpful steps would include re-examination of procedures and guidelines for assistance, as well as an examinination of better ways to deal with some of the more obdurate problems.

59. A significant improvement in project evaluations was the increasing attention directed to "sustainability" at the project and programme levels, reflecting concern with the durability of technical assistance contributions. Such emphasis should in turn foster greater attention to designing and adjusting sub-sectoral programmes to reflect the long-term carrying capacities of the national institutions involved.

60. The growing emphasis on sustainability in recent years has meant taking into greater account features such as government and target group commitments; availability of domestic budgetary, foreign exchange and human resources; institutional, management and organizational capacities; the larger setting in which the project is expected to operate; and linkages with relevant public and private bodies. Recognizing and building on these features, especially at the project identification and design stage, helps augment the absorptive capacity for both technical assistance and capital inflows.

61. In the area of project design, the importance of viewing projects in their broader context, rather than solely within their own confines, was mentioned in several evaluations and gives support to the concern for adoption of a more programmatic approach by Governments and external agencies. For example, the effectiveness of national planning bodies depends in large measure on the planning capability and cooperation of sectoral ministries and national statistical offices, which provide the essential inputs of data and analysis. The broader perspective would imply a coordinated programme of assistance to all those bodies.

VIII. WOMEN IN DEVELOPMENT

62. In keeping with the Nairobi Forward-looking Strategies for the Advancement of Women, project work in the DTCD area of competence has been aimed at affording women opportunities for technical training, on-the-job experience and new jobs. As part of such efforts, women have been taking a more active role in decision-making and their participation in more development projects has increased significantly. Certain projects have provided more accurate data on women and in turn have been used to formulate policies and design subsequent projects that improve women's status.

63. Projects of all types are reviewed for their impact on women's lives, as well as their potential for improving future conditions for women. In addition to projects specifically designed to help women, the Department has made efforts to develop supplementary elements within projects which will ensure their fullest involvement. Where funds from UNDP or UNFPA were insufficient for these activities, allocations from the United Nations Regular Programme of Technical Cooperation have been used to underwrite "piggy-back" elements covering these needs. In areas where women have lagged behind, such as in acquiring technical skills, pilot and demonstration projects supported by DTCD have also been financed under the Regular Programme.

64. Document DP/1991/41/Add.1 reflects, under both substantive and support service headings, the variety of efforts under way. Collaboration with the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW) to provide training modules in the water sector, a significant amount of advice and published work to improve statistics on women and two seminars on women's greater participation in public management, were but a few notable examples of those efforts in 1990.

65. Recruitment of women as experts and consultants for projects is an active area of concern, although acceptance rates have continued to be a problem. DTCD has been more successful in placing recent graduates as associate experts, where 30 per cent are now women. In the training component of projects, 17 per cent of placements are women. A focus on women is also strong in elements for technical cooperation among developing countries (TCDC).

66. DTCD has intensified its efforts, in collaboration with Governments and project staff, to elicit greater support and assistance in ensuring that women's needs are fully addressed at the project design stage, that training of women is emphasized, including through local seminars, and that more women are hired as national professionals on projects.

67. DTCD has under consideration the setting up of a database on women in development to help identify key elements and to monitor progress. The work will be in the context of the database being established in UNDP in response to Governing Council decision 90/19 of 22 June 1990 on the subject.

68. Attention continued to be given to analyses of programmes and projects to determine how women can best participate in, and benefit from them. In 1990, DTCD sought to institutionalize to a far greater extent the inclusion of elements specifically related to women in all projects, including the project budgets.

69. Within its own staff, DTCD has in the past year or so appointed six women to senior management or advisory positions, including the level of Division Director.

70. DTCD welcomes greater inter-agency collaboration and coordination to maximize the impact of efforts. The Department also looks forward to greater involvement in the planning and use of UNDP Special Programme Resources (SPR) for work related to women, in keeping with the priorities of Governing Council decisio 90/34 and 91/3.

IX. TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES

71. In 1990, DTCD continued its efforts to include elements for technical cooperation among developing countries (TCDC) in projects, to disseminate information on available capabilities and to stimulate institutional networking arrangements. Various sectoral examples are given in document DP/1991/41/Add.1. Data on the use of developing country capacities as project

inputs are contained in DP/1991/41/Add.3. Employment of developing country nationals and use of developing country host institutions as training sites both continued to increase in 1990, rising to 39 per cent and 52 per cent respectively.

72. Promotion of TCDC is a strong element in seminars and workshops organized by DTCD and largely financed with resources from the United Nations Regular Programme of Technical Cooperation. Basic to the materials used are papers prepared by the developing country participants. These provide the foundation for exchanges of experience and expertise. The subjects covered in these gatherings are as diverse as the sectors of DTCD competence, with active participation from all regions.

73. Among the various projects with a TCDC approach, that for on-the-job training of junior statisticians in other developing countries has continued its notable success. To date, over 130 participants from some 50 countries have benefited, and over 30 developing country institutions have been of assistance. The Department has also been strengthening its cooperation with regional centres of excellence, for example in a new project with the Latin American Energy Organization (OLADE).

74. A TCDC Multisectoral Programming Exercise and Bilateral Discussions Meeting was organized and hosted by the Government of Indonesia at Jakarta from 30 July to 3 August 1990, in collaboration with the UNDP Special Unit for TCDC and participation by 29 developing countries. In preparation, DTCD project staff assisted Governments in identifying capacities and needs and in formulating requests. At the Jakarta meeting itself, where 219 projects were agreed upon, DTCD helped to facilitate the negotiations. As a follow-up, DTCD will help provide financial support, mainly in the form of international travel expenses for several projects in energy, public works and assistance to the handicapped. Participation in the Indonesia gathering continued the pattern of DTCD support for such exercises in recent years, including those held in China, Egypt, Tunisia and Turkey.

75. By its decision 90/34, the Governing Council included TCDC among the programme priorities for SPR during the fifth programming cycle. DTCD will seek to tap this resource as well, so as to maximize efforts in support of TCDC. The Department will also seek increasingly to inject TCDC components into the full range of its projects where possible and as requested.

X. UNITED NATIONS REGULAR PROGRAMME OF TECHNICAL COOPERATION

76. In accordance with guidelines approved by the Governing Council and reaffirmed in its decision 86/6 of 20 February 1986, the United Nations Regular Programme of Technical Cooperation represents an adaptable source of ready funding for small-scale catalytic inputs to meet priority needs. The guidelines underscore its basic function as seed money. Flexibility in its management is a key consideration so as to ensure a multiplier effect and optimum use of the modest resources involved.

77. Strengthening national capacities through training, advisory services and experimental field projects is the focus of DTCD activities under the regular programme. These activities relate essentially to enhancing the human resources and institutional frameworks and mechanisms required to meet development goals in the various DTCD sectors. Such work comprises an important technical contribution to the partnership of DTCD, UNDP, UNFPA and Governments.

78. Regular programme resources enable DTCD to organize specialized training in several sectors. Workshops in 1990 dealt with optimal water development and conservation, revenue administration, trade statistics in Africa, computerized mineral title management, computerization of government accounting, land management, public investment programming, national machinery for dealing with the disabled, digital cartographic data evaluation, revisions to the system of national accounts statistics and electrification and power generation. Environment, an area of increasing emphasis, was treated in seminars relating to water, mineral resources, energy use and public administration management capacities.

79. DTCD efforts to assist in preparations for the Second United Nations Conference on LDCs, referred to in section V above, received significant support from the regular programme. A related effort is a training project in applied econometric and data bank models for planning in LDCs.

80. To ensure that development planning endeavours take better account of country experiences and needs, the regular programme supports work on guidelines based on case studies carried out by national experts.

81. In the area of development administration, DTCD engaged in country case studies on the size and cost of Africa's civil service. Training packages were also prepared to upgrade the policy development capacities of the civil service, with special attention to increasing the role of women in public management.

82. In the area of social development, advisory services were provided in social policy and development, crime prevention and criminal justice, including statistics. Capacity for policy-making related to the special needs of the disabled was the subject of a meeting organized on national disability machinery, and work began on a workshop to focus on establishing developing country capacities to assemble and use disability statistics.

83. The promotion of TCDC continued to be a main feature of all training under the regular programme. Interregional seminars and workshops provided a forum for exchanges of technical experience and expertise in many fields.

84. Cooperation with other organizations and bodies of the United Nations system, bilaterals and NGOs, particularly international professional organizations, has always been an important feature of the regular programme. Cooperation in 1990 included preparation of an integrated roster of advisory services from DTCD and the regional commissions of the United Nations which

should greatly enhance developing country awareness of, and access to, available expertise. With regard to training, numerous countries provided facilities and expertise for workshops, which substantially increased the scope of possibilities available to participants. Cooperation with the NGO Trickle-Up Programme, which works with small-scale entrepreneurs, led to the translation of guidelines into several languages. DTCD is circulating the guidelines to developing countries to facilitate access of potential entrepreneurs to credits from that programme.

XI. INFORMATION SUPPORT

85. In line with encouragement previously given by the Governing Council in relevant decisions, DTCD has been making available information on its role, experience and competence.

86. DTCD has recently produced and is disseminating a range of materials on its work, including: (a) a 36-page general brochure in five languages; (b) a catalogue of selected publications and software sector-by-sector; and (c) an integrated roster of advisory services available from DTCD and the United Nations regional commissions.

87. The roster includes biographical information on more than 140 advisers in 19 major areas of specialization. It is intended further to acquaint Governments and funding bodies with a sizeable portion of the variety and expertise of technical staff on board, readily available to developing countries for short-term advisory missions and for design and support of sectoral programmes and specific projects.

88. The catalogue is a related effort to focus attention on the technical output of DTCD. It is supplemented by lists (see DP/1991/41/Add.3, tables 9 and 10) which itemize the project reports, publications and software produced in the past year on technical cooperation.

89. Beginning in 1990, DTCD took on management of the Development Information System, which comprises a computerized database giving access to a set of unpublished material written by or for the United Nations on economic and social development. Development Information Abstracts, published periodically, lists recent additions to the database, now containing over 4,300 items. Documents and computer searches are available upon request. (See also DP/1991/41/Add.1, para. 108.)

90. The publication dtcd news, now in its third year, is sent out quarterly, mainly to institutions and specialists in developing countries. It informs readers of notable project work, new approaches, seminars and publications. Work is in progress for a series of sector-by-sector brochures on DTCD capacities, scheduled to be published during 1991.

91. With these materials in hand, DTCD is seeking to be better able to communicate and to give evidence of its ability to take on new responsibilities in the 1990s.

XII. COOPERATION WITH THE UNITED NATIONS DEVELOPMENT PROGRAMME

92. In its decision 90/37, the Governing Council requested UNDP and DTCD to develop closer cooperation in regard to technical and administrative support activities and to ensure that the capacities of DTCD be used to full advantage, for example, as regards least developed countries; technical and management services and non-project sectoral activities; programmatic exercises; conservation and the environment; and strengthening government capacities for national execution of projects. The texts of the preceding sections of this report have accordingly been geared to highlighting relevant thematic competencies and efforts.

93. By paragraph 10 of its decision 90/37, the Governing Council further requested the Administrator to report to the Council at its thirty-eighth session on the results of efforts undertaken to establish a more effective division of labour and a more effective complementary relationship, including elimination of duplicative administrative support activities and the strengthening of technical support.

94. In order to establish a basis for the steps to be taken in a strengthened collaboration, indicators in several specific areas may be helpful. The data reveal that, in 1990, DTCD involvement in these areas of congruent interest was still limited.

95. In support of the Management Development Programme (MDP), DTCD undertook four diagnostic missions in 1990. Of the 32 projects funded by MDP, DTCD is currently involved in 7 which receive technical support from DTCD specialists in public administration and finance and development planning. It is the intention of UNDP to have MDP work more closely in future with the various agencies and organizations of the United Nations system. This has also been recommended in the evaluation of MDP to be considered by the Governing Council at the present session (DP/1991/12). DTCD looks forward to more involvement in this programme.

96. Support was provided for four donor round tables organized in 1990. Similarly, work with UNDP was undertaken in three NaTCAP exercises. However, DTCD project staff regularly support government efforts for preparation and follow-up to related meetings. This is done mainly in the context of ongoing, development planning projects funded by UNDP, especially those in Africa.

97. The UNDP Special Programme Resources (SPR) project covers DTCD capability in several areas (aid coordination, women, TCDC, environmental problems and natural resources management, social dimensions of adjustment, etc.) in addition to those mentioned in the paragraphs above. DTCD expenditure of SPR funds in 1990 amounted to only $800,000 out of $40.2 million. In the upcoming UNDP fifth programming cycle - in keeping with Governing Council decision 90/34, the Administrator's statements in document DP/1991/5 and the Council's decision 91/3 - SPR funds are to rise to 7 per cent of total programmable resources, and United Nations agencies are to be called on increasingly for assistance in their use. DTCD will welcome future opportunities for such participation.

98. In regard to the Office of Project Services (OPS), six new inter-agency agreements were signed in 1990, with budgets totalling $600,000. DTCD services resulted in expenditures of only $200,000 under eight projects executed by OPS. For comparison, total OPS expenditures from UNDP core resources (excluding management service agreements and UNDP-administered funds, trust funds and government counterpart cash contributions) was $119 million in 1990, up from $89 million in 1989.

99. From time to time DTCD undertakes missions and other occasional support activities on behalf of the United Nations Capital Development Fund (UNCDF), the United Nations Revolving Fund for National Resources Exploration (UNRFNRE), the United Nations Development Fund for Women (UNIFEM) and various bureaux and programmes.

100. DTCD views implementation of the guiding principles of Governing Council decision 90/37 as the foundation for greater collaboration in a broad range of efforts, in keeping with the nature of the work and the mandates of UNDP and DTCD, further instructions of the General Assembly, the UNDP Governing Council and other intergovernmental bodies, and the needs and opportunities now facing the United Nations development system.

101. As a first step, UNDP has recently asked DTCD to participate as an observer in the deliberations of the OPS Project Acceptance Committee, to facilitate discussions on modalitites of increased DTCD involvement in project implementation. It is anticipated that comparative strengths and capacities may be utilized to greater advantage, as there are many areas where DTCD technical expertise and administrative competence could be engaged.

102. As indicated in preliminary consultations, the UNDP-DTCD relationship should be viewed in a broader context than simply UNDP/OPS-DTCD cooperation. It is hoped that the first step envisaged could evolve into a number of initiatives that would address the various issues of the relationship emphasized by DTCD. UNDP has indicated that greater consultation and participation will be assured in the future in regard to matters of mutual interest. DTCD, for its part, wishes to continue to explore opportunities in various areas over the course of the next several months.

103. The theme of cooperation for effective action deserves considerable weight, particularly in view of the Governing Council's call for UNDP to use DTCD expertise to full advantage. Closer involvement at various levels of the programme and project cycle, including programme and project design, appraisal, implementation and evaluation should be a vital part of such cooperation. This involvement should be both at Headquarters and at the country level, bearing in mind that the UNDP resident representatives (United Nations resident coordinators) are the designated field representatives for DTCD.

104. DTCD is strongly of the view that in looking to the future and the international challenges and opportunities now presented, closer cooperation among all the components of the United Nations system is essential. The topic

of increased cooperation with UNDP thus has special and practical significance, particularly in a year when the Governing Council is considering budget proposals and management questions of major importance.

XIII. CONCLUSION

105. The above discussions of issues and trends are in keeping with the importance of programmes for which the Department of Technical Cooperation for Development (DTCD) is responsible under United Nations mandates, and the increasing demand for services by developing countries. Firmly based on the principle of tripartite partnership and aiming at strengthening the responsibilities of the United Nations in economic and social development, DTCD will continue its efforts to sustain and consolidate the positive results achieved so far, and also to enhance further its capabilities to play a greater future role in technical cooperation activities in the 1990s. The Under-Secretary-General in charge of the Department will report to the present session of the UNDP Governing Council on the work being done and the efforts to be made in this regard.

106. Commentary and further guidance from the UNDP Governing Council will be greatly welcomed.

Notes

1/ DTCD/Japan Initiative for Financing the Human, Institutional, Technical and Management Capacities of Developing Countries in Developing Planning (with a Special Focus on Africa).

2/ Programme of Action for the Least Developed Countries for the 1990s (A/CONF.147/Misc.9 and Corr.1 and Add.1), adopted at the Second United Nations Conference for the Least Developed Countries.